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ABSTRACT

This follow-up report combines results from a staff review process and final recommendations of the Acting Director for the reorganization of the Division of Technical Services at University of Louisville in Kentucky. The report is divided into two sections: "Report on Staff Review" and the "Final Recommendations on Reorganization by the Acting Director, Division of Technical Services." Staff input was solicited at three points in the planning process: in preparing detailed flowcharts prior to beginning the study of the existing organization; in providing information during the study of the flowcharts; and in pointing out perceived weaknesses in the existing organization prior to the drafting of alternative models for a new organization. The first section of the report groups issues raised by the staff in the following categories: collection development, acquisitions department, copy cataloging, bibliographic control, and serials department. In the second section the Acting Director recommends changes, additions and/or modifications to be made to the plan of reorganization presented in the original report. The recommendations are organized by collection development, acquisitions, cataloging, and serials. The submission of this report to the University Librarian concludes the planning phase of the study of the technical services organization begun in March 1983. (THC)

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THE DIVISION OF TECHNICAL SERVICES

A STUDY OF ITS PRESENT ORGANIZATION AND A PROPOSAL FOR CHANGE

REPORT ON STAFF REVIEW

and

FINAL RECOMMENDATIONS ON REORGANIZATION

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By
Ralze W. Dorr
Acting Director
Division of Technical Services

A Report Submitted to the University Librarian
University of Louisville Libraries
Louisville, Kentucky
June 30, 1984

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AND A PROPOSAL FOR CHANGE

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TABLE OF CONTENTS

	Page
GENERAL INTRODUCTION	iii
REPORT ON STAFF REVIEW	
Introduction	1
Staff Review Process	2
Issues Raised by the Staff	4
FINAL RECOMMENDATIONS ON REORGANIZATION	
Introduction	17
Collection Development Council	20
Acquisitions Department	30
Cataloging Department	33
Serials Department	39

LIST OF FIGURES

Page

Figure I..... 29
Organization of the Collection Development Function

Figure II..... 32
New Organization for the Acquisitions Department and
Major Tasks of Each Structural Unit

Figure III..... 37
New Organization for the Cataloging Department and
Major Tasks Performed by Each Unit

Figure IV..... 40
New Organization for the Serials Department and Major
Tasks Performed by Each Unit

GENERAL INTRODUCTION

This constitutes a combined report, including results of the Staff Review process and final recommendations of the Acting Director regarding reorganization of the Division of Technical Services. The Staff Review process resulted in recommendations for changes to The Division of Technical Services; A Study of Its Present Organization and a Proposal for Change, issued on August 31, 1983. The final recommendations of the Acting Director take into account the evaluation of the original report by the technical services staff.

This report is divided into two parts, as follows: Section I: Report on Staff Review; Section II: Final Recommendations on Reorganization by the Acting Director, Division of Technical Services.

The submission of this report to the University Librarian concludes the planning phase of the study of technical services organization begun in March, 1983 by the Acting Director, Division of Technical Services.

SECTION I

REPORT ON STAFF REVIEW

INTRODUCTION

In the early stages of discussion between the Acting Director, Division of Technical Services, and the Technical Services Department Heads concerning methodology for the study of the organization of the Division, considerable thought was given to the matter of staff participation. Three major options for staff participation were considered: (1) to involve the staff in the step-by-step study of the existing organization and in the planning for a new organization; (2) to complete the study of the existing organization, review it in depth with the staff and involve staff in the step-by-step planning for a new organization; (3) to complete both the study of the existing organization and the proposal for a new organization and initiate a prolonged staff review in response to the total study.

It was agreed that option 1, i.e. for step-by-step staff participation from the beginning to the end of the project, was preferable. That approach would allow for participation of the staff in the analysis and evaluation of the existing organization and in the conclusions drawn in regard to relative strengths and weaknesses; moreover, it would give staff the opportunity to participate in the projection of the organization into the future, in relating it to future assumptions and in building hypothetical organizations as test models. That approach, as desirable as it would have been, was determined to be unfeasible because of the long period of time required to carry it out (estimated to take at least 18-20 months) and the substantial diversion of staff, during that time, from regular work assignments.

A similar consideration also resulted in the rejection of the second option for staff participation; in addition, it was felt that the study and review of the existing organization that would be required for staff to participate

meaningfully in planning a new organization would require nearly as much time as the first option. It was concluded, therefore, that only option 3 was feasible for staff participation, given the conditions as they were perceived at that time; however, it was concluded that staff input would be essential at three points in the planning process, i.e. in preparing detailed flow-charts prior to the beginning of the study of existing organization, in providing information during the study of the flow-charts, in pointing out perceived weaknesses in the existing organization prior to the drafting of alternative models for a new organization. Staff input was solicited at those points in the study.

It was expected that at least three months would be required for staff review and evaluation time if the process was to be conducted after the written report had been completed. The process probably could have been completed within the estimated time if the Acting Director had been able to devote his full time and attention to it. Even though the staff review and evaluation process has extended longer than expected, it has been highly successful in generating valuable, substantive and constructive input from the staff. The manner in which the final process was carried out will be described below.

STAFF REVIEW PROCESS

Copies of The Division of Technical Services; A Study of Its Present Organization and a Proposal for Change were distributed to the faculty and staff of the Division on October 25, 1983. Several weeks were allowed for staff in the Division to read and discuss the report with their respective Department Heads and among themselves; subsequently, each faculty and staff member was requested to put in written form his/her response to the report and to submit it directly to the Acting Director. As the next step in the staff review

process, the Acting Director and the respective Department Head met with the faculty and staff of each department; in those meetings, a general presentation of the report was made by the Acting Director and questions of a general nature were addressed by the Acting Director and the Department Head. It was explained at that time that additional meetings would be held with staff representing particular processes to discuss the report's findings in regard to those processes.

The third step in the staff review process consisted of several meetings of the Acting Director and Department Heads with the respective staffs of the Acquisitions and Serials Departments and with the several sections in the Cataloging Department. In those meetings, to the extent possible, the staff in the Cataloging Department was organized according to the new organization proposed in the report, rather than according to the existing organization of the Department.

The general approach followed in the departmental meetings was first for the Acting Director and Department Head to respond to questions from faculty and staff that would clarify certain statements and/or issues raised in the report. Subsequently, staff members expressed their opinions in regard to the findings, conclusions and recommendations in the report and suggested changes and/or additions they felt would be beneficial. Often a concensus was achieved in each group in regard to major, substantive issues. If the issues required further study, subsequent meetings were held for additional discussion. Finally, the meetings with the work groups resulted in the isolation of substantive issues that needed to be addressed. The Acting Director then translated the issues into specific proposals for change to the new organization as it was depicted in the report. Those proposals served as the basis for further study and analysis by the Acting Director and the Department Heads of the Division.

The major issues raised by the staff were, without exception, highly relevant to the effectiveness of a new organization for the Division of Technical Services; moreover, the written responses received from many staff members reflected prolonged study, objective analysis and superior insight into the multiple complexities of technical services operations. That insight is indispensable to the process of reorganization and constitutes a critical element in the ultimate success of the plan. This will be clearly demonstrated in the next section of this report in which the issues raised by the staff will be explored.

ISSUES RAISED BY THE STAFF

The Staff Review process has been highly effective in eliciting from individuals and groups in the Division of Technical Services suggestions, ideas, questions and recommendations, related to The Division of Technical Services; A Study of Its Present Organization and a Proposal for Change, that could greatly strengthen and improve the proposal for reorganization of the Technical Services Division. Responses from the staff, made both in writing and in group and individual discussions, stress a great variety of issues that extend, in scope, from the over-all organization of the Division to the detailed processes of a given function or activity. It will be necessary, for purposes of this report, to synthesize the issues in order to translate them into substantive proposals for change to the reorganization set forth in The Division of Technical Services; A Study of Its Present Organization and a Proposal for Change. Following are the major issues, broadly stated, that emerged from the staff review, accompanied by responses by the Acting Director:

Collection Development

--- suitability of the Head of the Acquisitions Department also serving as Collection Development Officer;

--- suitability of the Head of the Serials Department serving in an administrative capacity in collection development rather than as a member of the Collection Development Council;

--- suitability of support staff, instead of professional librarians, carrying out collection development decisions particularly in regard to Approval Plan, Blanket Order, Gifts, Browsing Collection, and Bingham Room Collection.

Acquisitions Department

--- adequacy of bibliographic searching as presently structured.

Copy Cataloging

--- suitability of the head of the Copy Cataloging unit being support staff rather than faculty;

--- suitability of a "preferred list of libraries" serving as a basis for selection of records for non-L.C. copy cataloging;

--- adequacy of the description of processes to be followed by support staff in performing non-L.C. copy cataloging;

--- suitability of Copy Cataloging being a separate unit instead of being a part of the Professional Cataloging/Pre-Cataloging unit.

Bibliographic Control

--- feasibility of the head of the Bibliographic Control unit also serving as "Assistant for Systems Study";

--- desirability for this unit, instead of Copy Cataloging, being responsible for revision of OCLC cards and corrections.

Serials Department

--- suitability of the "Bindery Assistant" and "Check-in/Claims Assistant" reporting to the "Serials Cataloger/Assistant Department Head" rather than to the Department Head;

--- suitability of the titles: "Budget Control Clerk" and "Bindery Assistant";

--- adequacy of the proposed organization to correct existing deficiencies.

Each of the issues, cited above, will be explored next in this report. Written responses from Technical Services staff and notes on staff meetings related to reorganization will be made available to the University Librarian.

Collection Development

Suitability of the Head of Acquisitions Also Serving as Collection Development Officer. The authors of the original report recognized that the most desirable organization for Collection Development would be for the position of Collection Development Officer to be a full-time position, independent of any other department or unit. Utilizing an existing position that was closely related to collection development and that already carried out some collection development responsibilities appeared, however, to be the only feasible arrangement, in the near term, to make possible the immediate implementation of the Collection Development organization. That rationale was based on the assumption that there would continue to be extreme shortages in state revenues for some time to come and that, as a result, University priorities for the libraries would favor materials rather than additional personnel, particularly on the professional level. Implementing the Collection Development organization immediately was considered a top priority by the authors because the Collection Development Policy, which was already under review at the time of the writing of the original report, could not be put into operation without the supporting organization. The position of Collection Development Officer is, of course, a critical part of that organization.

The authors, thus, agree with the staff recommendation that the position of Collection Development Officer ideally should be a full-time position in itself. If, in the view of the University Librarian, it is possible to obtain funds immediately to establish the new position of Collection Development Officer, then the position should be a full-time one and should be free of other administrative responsibilities; however, if funding is not available at this time, the authors recommend that the Head of the Acquisitions Department have added to his responsibilities those of Collection Development Officer, as indicated in the report. There may be merit in establishing this position on as "acting" basis until such time as funds become available for a new position.

Suitability of the Head of the Serials Department Serving in an Administrative Capacity in Collection Development Rather than as a Member of the Collection Development Council. The authors conceived of the role of the Head, Serials Department in collection development as encompassing both administrative and advisory responsibilities; thus, it was recommended in the report, that he would function as a part of the administrative staff of the Collection Development Officer and as a member of the Collection Development Council. As a member of the Collection Development Officer's staff, the Head, Serials Department would hold major responsibility for advising the Collection Development Officer in regard to planning the over-all development of serials collections for the Central Libraries and providing support to the appropriate subject bibliographers on the Collection Development Council in checking bibliographies, indexes, etc., as well as in searching the data bases for cataloging copy, etc. In addition, the Head, Serials Department would advise the Collection Development Officer in regard to over-all planning in regard to the preservation of serials publications, particularly in regard to binding, a function for which he also holds direct responsibility.

As a member of the Collection Development Council, the Head, Serials Department, as conceived by the authors, would participate in policy-making in regard to the entire process of collection development, as well as to work directly with the subject bibliographers in carrying out their responsibilities.

The authors have re-studied this issue in light of the staff review and the detailed description of the Collection Development Council (included later in this report) and conclude that a better arrangement will be for the Head, Serials Department to function only as a member of the Collection Development Council without any prescribed staff responsibilities under the Collection Development Officer. The Head, Serials Department, under the newly-devised organization, would be a member of a Sub-Group on Serials of the Collection Development Council; in that capacity, he/she would participate in planning, policy-making and support activities. This arrangement will be consistent with that for the Professional School Libraries, each of which will be represented on the Sub-Group on Serials by their chief serials officer.

Suitability of Support Staff, Instead of Professional Librarians, Carrying Out Collection Development Decisions Particularly in Regard to Approval Plan, Blanket Order, Gifts, Browsing Collection and Bingham Room Collection. This issue was not specifically addressed in the original report because the organization of Collection Development was not described in detail in that document; however, because the original report indicated no change in the organization of the Acquisitions Department, it appeared tacitly to endorse the present practice of support staff members, working from detailed guidelines, making some decisions in regard to Approval Plan, Blanket Order, Gifts, Browsing Collection and Bingham Room Collection books.

Under the Collection Development Council description, appearing later in this report, Approval Plan and Blanket Order books will be selected by subject bibliographers in conjunction with their counterparts in the teaching faculty.

In regard to the selection of Bingham Poetry Collection books, however, the author believes that it is more suitable for a writer of poetry to carry out this role than for a subject bibliographer to do so. My reasoning is that the Bingham Room collection is primarily concerned with poetry as a singular art form rather than as a part of a national literature; moreover, the greatest emphasis in the Bingham Room Collection is on poetry written in English, whether American, British, Canadian, Australian, etc. A still further emphasis in the Bingham Room Collection is in contemporary poetry, i.e. in current writing. Readings by practicing poets are held in the Bingham Room. There is close liaison between the person responsible for selection of Bingham Room books and the English Department. Based on those factors, the author believes that responsibility for selection is better placed in the hands of a practicing poet than in those of a subject bibliographer.

Acquisitions Department

Adequacy of Bibliographic Searching as Presently Structured. Bibliographic searching, in the context of acquisitions processes, is growing increasingly more complex. Acquisitions searchers must have skills similar to catalogers for their work to be effective in searching the card catalog and the OCLC data base. Moreover, the acquisitions search has become important, in the workflow chain, in establishing the entry that will be readily usable in the cataloging process. For that reason, it is desirable, at this time, to arrange for joint training of acquisitions searchers by the Head, Acquisitions Department and the Principal Cataloger. This training will help acquisitions searchers become more proficient in both acquisitions and catalog searching. In addition to providing initial training in catalog searching techniques, the Principal Cataloger will also serve as a resource person for acquisitions searchers to consult in regard to searching problems.

In the future, when the Library starts to receive a substantially larger book budget, staff will have to be added to the Acquisitions Department. Some of them will spend a large percentage of their time searching. Under those conditions, the Acquisitions Department should arrange for a realignment of functional responsibilities to create "searching specialists," who concentrate their efforts primarily on that one task, as opposed to the present system of generalists, who combine searching with other responsibilities.

Copy Cataloging

Suitability of the Head of the Copy Cataloging Unit Being Support Staff Rather Than Faculty. It appears undesirable, at this time, to place a support staff member, instead of a professional, in charge of the Copy Cataloging unit. The major reasons for not doing so are: (1) transferring responsibilities for processing non-L.C. copy cataloging to support staff in this unit will require substantial training of staff by a professional; (2) the variety of work to be accomplished in this unit (i.e. copy cataloging, book continuations, on-going conversion) will require the full-time attention of a professional for training, supervision, answering questions and solving complex bibliographic problems, etc.; (3) having a professional head for the unit will allow for greater efficiency in both copy cataloging and professional cataloging than does the arrangement in the original report which calls for professionals in the Professional Cataloging/ Pre-Cataloging unit to carry out professional tasks referred to them from the Copy Cataloging unit. The revised arrangement for Copy Cataloging is shown later in this report.

Suitability of a "Preferred List of Libraries" Serving as a Basis for Selection of Records for Non-L.C. Copy Cataloging. It was intended by the authors that the "Preferred List of Libraries" (so-called) serve no other purpose than as a general guide to avoid cataloging by libraries that consistently input

sub-standard records; however, the absence, in the original report, of any detailed description of how the 090's would be processed led to the conclusion that the records by the "preferred" list would be accepted and those by others would be rejected. The Staff Review resulted in an excellent ennunciation of the processes that should be followed by copy catalogers in processing the 090's, OE's and L.C.III's; in addition, the difficulties of attempting to use a "preferred" list, at this time, were convincingly illustrated. The author, thus, agrees that specific procedures should be used, as a basis for processing 090's, OE's and L.C.III's and that a "preferred list of libraries" should not be included at this time. It must be emphasized, however, that making the most effective use of member-input cataloging remains as a principal objective in copy cataloging; for that reason, on-going study should be conducted into practices followed by other reputable libraries in the most effective use of member-input cataloging.

Adequacy of the Description of Processes To Be Followed by Support Staff in Performing Non-L.C. Copy Cataloging. The authors concede that the limited description of the manner in which 090's, OE's and L.C.III's cataloging would be performed by support staff, as indicated in the original report, was not adequate for a clear understanding of the process. This resulted from the policy followed by the authors that descriptions of workflow were not appropriate nor feasible for the report; however, it is recognized, in retrospect, that because 090's, OE's and L.C.III's cataloging by support staff was a new process, it should have been an exception to the policy. An excellent outline of this process was submitted as a part of the Staff Review and is incorporated in the description of the Copy Cataloging unit appearing later in this report.

Suitability of Copy Cataloging Being a Separate Unit Instead of Being a Part of the Professional Cataloging/Pre-Cataloging Unit. It was recommended, in the Staff Review process, that the copy cataloging function be included as

a part of the Professional Cataloging/Pre-Cataloging unit, thus grouping together in a single component all "records creation" activities; thus, only one other component would remain, that of Bibliographic Control (or "records maintenance"). Under that arrangement, as recommended, there would be no need for the position of Head of the Cataloging Department because each of the two unit heads would report directly to the Director of the Division. That plan is attractive in many of its aspects. A similar arrangement was considered at length by the authors as a part of their study for the original report. That arrangement was reconsidered by the authors in the context of the Staff Review process; however, the authors have again concluded that the plan is not a desirable one to implement at this time. The principal factor on which the authors based their decision was that including copy cataloging under Professional Cataloging/Pre-Cataloging would result in an inequitable distribution of work, based on prevailing conditions. It would add to the responsibilities of the Principal Cataloger the following tasks: (1) reviewing the work of each Copy Cataloger; (2) resolving bibliographic problems referred from Copy Catalogers; (3) prolonged training of those Copy Catalogers designated for 090's, OE's and L.C.III's processing. Those tasks are expected to entail considerable amounts of time due to the variety of activities performed in the Copy Cataloging unit, including L.C. cataloging, 090's, OE's, L.C.III's cataloging, reclassification and conversion processes, and book continuations. Not included in the above is the additional responsibility for the Principal Cataloger of training and consulting with the acquisitions searchers (resulting from a change to the original plan made in this report).

Based on the factors cited above, the author believes that the professional work generated by the Copy Cataloging unit will require the full-time attention of a professional; moreover, the responsibilities of the Principal Cataloger, as defined in this document and in the original report also will entail the

full time of that position. For those reasons, the author concludes that it is desirable, at this time, to retain Copy Cataloging as a separate unit with its own professional head. In the future, however, the plan for a "records creation unit" and "records maintenance unit," as advanced in the Staff Review, may be reconsidered.

Bibliographic Control

Feasibility of the Head of the Unit Also Serving as Assistant for Systems Study. It was questioned, in the Staff Review process, whether the Cataloger, Bibliographic Control could realistically function on a one-half-time basis as head of the unit. That question was addressed in the original report by the assumption that expanding the scope of responsibility of certain support staff members in Bibliographic Control would relieve the unit head sufficiently that he/she could function on a one-half-time basis. Upon reconsideration, however, the author finds the question of time, raised in the staff review, to be pertinent; therefore, he recommends that the position of Cataloger, Bibliographic Control be considered a full-time position and that the additional position of Assistant for Systems Study be deleted from the Divisional Office organization. Once a permanent Director, Division of Technical Services is appointed, he/she may wish to reconsider the position of an Assistant for Systems Study.

Desirability for the Bibliographic Control Unit, Instead of Copy Cataloging, Being Responsible for Revision of OCLC Cards. It was recommended in the Staff Review that the Bibliographic Control unit hold responsibility for revision of OCLC cards and all corrections instead of the procedure recommended in the original report whereby this would be done in Copy Cataloging. The rationale for the Staff Review recommendation was that such a responsibility would be logical for Bibliographic Control because that unit had general responsibility

for revision. The author agrees with that recommendation and supports its being included in the final plan of organization.

Serials Department

Adequacy of the Proposed Organization to Correct Existing Deficiencies. The question was raised in the Staff Review process as to whether the plan of reorganization and accompanying recommendations will adequately address all major problems with the existing system. That question is quite pertinent. The answer, very simply, is no, it will not. The existing serials "system" is made up of both automated and manual components. The "automated" component requires the inputting of records by batching them, key-punching them on cards and thereby generating print-outs. Records in that system cannot be accessed on-line nor can changes or additions be made on-line. The program for the system is extremely limited and will require complete rewriting to make any substantial improvements. Because of the limitations of that system, it is not feasible to achieve the uniformity of records that would be preferable for either internal or public use.

Based on the above factors, it is impossible, at this time, to achieve the quality that is needed for serials records or processes. It is hoped that a new serials system will be given the top priority in the first phase of developing an integrated system for the University Libraries. In the meantime, however, some limited improvements can be made to the system and considerable progress can be made in converting remaining serials records to machine-readable form. Additional improvements can be made in speed and efficiency by placing as many subscriptions as possible with one or two jobbers. (Speed and efficiency are achieved because it is not necessary to prepare separate orders, claims, inquiries, payments, etc., to a multitude of separate publishers; in addition, more can be done by phone to reduce correspondence.) Major administrative

improvements can also be achieved at this time by consolidating into a single department all serials processes, as recommended in the original report. Thus, it is hoped that establishing an efficient Collection Development and Management mechanism and consolidating serials processing, cataloging and public services will achieve some immediate improvements and will expedite the preparation of the serials operation for an efficient conversion to an on-line system.

Suitability of the "Bindery Assistant" and "Check-in/Claims Assistant" Reporting to the "Serials Cataloger/Assistant Department Head" Instead of to the Head of the Serials Department. The basis for the arrangement, in the original report, of the Bindery Assistant and Check-in/Claims Assistant reporting to the Serials Cataloger/Assistant Department Head was to reduce the number of persons reporting directly to the Department Head to allow him more time to carry out collection development and administrative responsibilities; moreover, there were some instances of interface with cataloging, in the check-in and bindery operations, that might have benefited from that arrangement. In the Staff Review, it was pointed out that this arrangement could easily over-burden the Serials Cataloger; in addition, it was stressed that the level of coordination needed for the several processes was more suitable to the Head of the Department than to the Serials Cataloger. Having restudied the organization, the authors concur with the staff recommendation that the Check-in/Claims and Bindery staff should report directly to the Head of the Serials Department instead of to the Serials Cataloger.

Suitability of the Titles: "Budget Control Clerk" and "Bindery Assistant." In the Staff Review process, it was strongly urged that there be uniformity in titles for staff positions reporting directly to the Department Head. There was also considerable opposition to using the term "Clerk" for either the staff position responsible for bindery processes or that for Check-in/Claims processes.

It was pointed out that elsewhere in the technical services plan of organization the term "Supervisor" had been used as a title for a position that was similar in the level of responsibility to that of bindery and check-in/claims staff. The title "Supervisor" was recommended for those positions. The authors agree with this reasoning and concur in changing the titles to "Supervisor, Check-in/ Claims" and "Supervisor, Binding and Mending."

Based on the issues, discussed above, advanced in the Staff Review, and on further study by Department Heads, the Acting Director, Division of Technical Services recommends that certain changes, additions and/or modifications be made to the plan of reorganization in The Division of Technical Services; A Study of Its Present Organization and a Proposal for Change. Those changes, additions and/or modifications are described in the following section of this report.

SECTION II

FINAL RECOMMENDATIONS ON REORGANIZATION BY THE ACTING DIRECTOR, DIVISION OF TECHNICAL SERVICES

INTRODUCTION

The final recommendations of the Acting Director, Division of Technical Services for reorganization of the Division, as presented in the following pages of this report, conclude the planning phase for reorganization that was begun with the ninety-five page The Division of Technical Services; A Study of Its Present Organization and a Proposal for Change issued on August 31, 1983. The final recommendations of the Acting Director, contained herein, require some modifications to the plans of organization for each Department shown in Part III of the original report, "Proposal for Reorganization of the Division of Technical Services," on pages 54-90 (inclusive). The decision to make the modifications to the original plan were based on: (1) results of the Staff Review process; (2) recommendations by the Heads of the Acquisitions, Cataloging, and Serials Departments; (3) changes in the "Assumptions Concerning the Future," as these relate to automated systems, contained in pages 54-62 (inclusive) of the original report. The final plan of organization, therefore, incorporates the thinking of all constituents of the Division of Technical Services, including the Acting Director, the Department Heads, Section Heads, faculty and staff.

Although the final plan of organization, advanced in this report, is intended to address all major issues raised in the Staff Review process, the manner in which the issues have been translated into changes to the organization do not, in every instance, correspond exactly to plans as proposed by individual staff members. In such instances, the Acting Director has given justifications for his decisions; the justifications are given in Section I of this report under "Issues Raised by the Staff." It is, however, a measure of the quality of staff input that so many recommendations made by staff members have been incorporated, with little or no change, into the final plan of organization.

Equally gratifying is the fact that a number of staff recommendations provide a sound basis for future organization; thus, they establish identifiable goals that should be pursued by the organization as it develops.

The final recommendations of the Acting Director include a more detailed description of the Collection Development Council than was shown in the original report. Because the description is composed of new information, it, too, was subjected to review by staff who have expertise in various aspects of collection development. It must be pointed out, however, that collection development processes assume such a degree of complexity that it has not been possible in this report to address all pertinent issues; to have done so would have required weeks of additional study. The urgency of completing this report made it unfeasible to spend additional time on collection development; thus, the Collection Development Council may have to deal with problems of policy and procedure relating to its own organization and functions as questions arise. The plan shown in this report, for the Collection Development Council, provides at least a skeletal basis for setting the organization in place. Fortunately, the Professional School Libraries, which have been operating in a mode similar to that described herein for collection development, offer an example which should be helpful to the Council in beginning its work. In addition, it must be pointed out that certain aspects of the description of the Collection Development Council contained in this report are based on the arrangement whereby the Head of the Acquisitions Department functions as the Collection Development Officer. Once a new position of Collection Development Officer is established on a full-time basis, modifications to the present plan may be needed.

A particular factor relating to collection development, that was not elaborated upon in this report, assumes such great importance that it justifies some comment here, i.e. the liaison between the subject bibliographers and their

counterparts in the teaching faculty. It is urged that this liaison be carefully planned and that the role of the librarian-bibliographer be clearly understood and accepted, in principle, by teaching faculty before the mechanism is placed in operation. The success of the librarian-bibliographers depends, in large part, on faculty acceptance and cooperation.

Although it would have been desirable to include in this report an up-dated version of the "Assumptions Concerning the Future" (pp. 54-62 of the original report), the urgency to complete this report did not allow the time to do so. For that reason, the Acting Director intends to prepare, as soon as possible, the up-dated "assumptions" for submission to the University Librarian as a separate item.

In reviewing the "Final Recommendations for Reorganization," the reader is asked to keep in mind that the term "the original report," used on the following pages, refers to The Division of Technical Services; A Study of Its Present Organization and a Proposal for Change by Ralze Dorr, Louisville, Kentucky, August 31, 1983. The reader is also asked to understand that the descriptions of the organization of Collection Development and of the Division of Technical Services contained in this report replace those found in the original report.

COLLECTION DEVELOPMENT COUNCIL

Composition and Subject Coverage

The Collection Development Council will be headed by the Collection Development Officer who will serve as chief bibliographer. The Collection Development Council will be composed of bibliographers who have appropriate levels of expertise in the various subjects and media represented by collections in the University Libraries. The subject bibliographers may be selected from among reference librarians, catalogers, and other professional librarians who have the necessary subject knowledge and language abilities to perform an active role in developing and managing the libraries' collections. The range of subjects for which the bibliographers will be responsible will include Library of Congress classification schedules A - Z.

Although the assignment of a subject, or groups of subjects, to a single bibliographer will depend upon the particular subject ability of that person, the following is an example of one such configuration:

Bibliographer A

Political Science

Sociology

Psychology

Bibliographer B

Urban Studies

Justice Administration

Social Work

Bibliographer C

Chemistry

Physics

Biology

Mathematics

Systems Science

Geology

Geography

Bibliographer D

Engineering (all subject divisions)

Bibliographer E

French language & literature

German language & literature

Spanish language & literature

Italian language & literature

All other modern and classical languages

Linguistics

Foreign language education

Bibliographer F

History

Anthropology

Pan-African Studies

Bibliographer G

English language & literature

Theatre Arts

H.P.E.R.

Bibliographer H

Philosophy

Religion

Bibliographer I

Education (excepting foreign language & music)

Bibliographer J

Business

Economics

Bibliographer K

Fine Arts

Applied Arts

Architecture

Bibliographer L

Music (all subjects)

Bibliographer M

Health Sciences (all subjects)

Bibliographer N

Law (all subjects)

Bibliographer O

Government Publications (Ekstrom Library)

Bibliographer P

Special Collections, representing sub-group :

--- U.A.R.C.

--- Photographic Archives

--- Rare Books & Special Collections

Bibliographer Q

Serials, representing sub-group:

--- Central Libraries

--- Health Sciences Library

--- Kersey Library

--- Law Library

--- Music Library

Bibliographer R

Preservation, representing sub-group:

--- Central Libraries

--- Health Sciences Library

--- Kersey Library

--- Law Library

--- Music Library

As indicated above, in the interest of limiting the size of the Council, the Special Collections are represented by the Special Collections Bibliographer, with the bibliographers for the several Special Collections and the U.A.R.C. forming a sub-group to work with the Special Collections Bibliographer. In the absence of an administrator (other than the University Librarian, herself) with responsibility for all special collections, it is recommended that the heads of the Special Collections units elect (perhaps on an annual or rotating basis) a Special Collections Bibliographer to represent them on the Collection Development Council. Because there are special and/or archival collections in several of the Professional School Libraries, in addition to those in the Central Libraries, it may also be desirable for those libraries to be represented in this "Special Collections Sub-group."

In a similar manner to that for the Special Collections, Serials and Preservation interests will be represented on the Council by a Serials Bibliographer and a Preservation Officer. The Sub-group for Serials will include the chief serials officer in each library; that group will address issues having to do with the selection, acquisition, and bibliography for serials. The Sub-group on Serials may wish to elect the Serials Bibliographer, to serve on the Collection Development Council, on a rotating, annual basis. The Sub-group on Preservation will be headed by the Materials Preservation Officer, a position to be designated by the University Librarian based on expertise in the field of preservation. The Materials Preservation Officer will represent the Sub-group on Preservation on the Collection Development Council. The Sub-group on Preservation will address general issues and policies, applying to the library system as a whole, having to do with binding, print reproduction, microforms, special protective devices for printed matter, etc.

It must also be kept in mind that the subject bibliographers (A - R, above) will also have an interest in their respective subject areas represented in special collections, serials and preservation; for that reason, appropriate liaison must be established between the subject bibliographers and the special collections, serials and preservation bibliographers.

Routine Responsibilities

The subject bibliographers, constituting the Collection Development Council, will have routine responsibilities related to their various subject assignments. Those responsibilities will include (but not necessarily be limited to) the following for each subject area:

--- gaining and maintaining familiarity with collections on the shelves;

--- liaison with subject counterparts on the faculties of the University's schools and colleges;

--- participation in the selection of materials;

--- serving as resource persons in regard to decisions affecting individual titles for preservation, cataloging, transfers and withdrawals;

--- oversight of desiderata files;

--- participation in prioritization of desiderata files for ordering of individual items.

Each of these responsibilities will be discussed briefly below.

Familiarity with Collections: It is expected that the bibliographers assigned to subject collections will become reasonably familiar with and regularly monitor the collections on the shelves. In addition to the knowledge of the collection this will provide, the general condition of items (i.e. needing binding, replacement, etc.) will also be discovered.

Liaison with Faculty Counterparts: Each bibliographer will maintain close and regular liaison with designated faculty members, in the Schools and Colleges of the University, who teach the subject disciplines represented by the bibliographer's subject assignments. The subject bibliographer should attempt to anticipate the teaching and research needs of his/her teaching counterpart in the selection of items for the subject collection. In certain instances, the teaching counterpart's advice may be solicited by the bibliographer in regard to questions related to preservation, cataloging, and transfers or withdrawals.

Participation in Selecting Materials: The bibliographer will select items for the assigned subject collections in conjunction with the Collection Development Officer and the teaching counterpart. Selection will include: monographs, serial titles, audio-visual items and computer media. Selection of reference works (including indexes and abstracts) will be done in conjunction with appropriate Department Heads. Selection of items for special collections will be

the responsibility of the librarians who represent the collections; however, the subject bibliographer should be party to decisions related to major purchases in his/her assigned subject area. The subject bibliographer will work in close conjunction with the Sub-group on Serials in the selection of serials titles (including standing orders).

In carrying out selection responsibilities, the bibliographer will search appropriate journals for current literature and designate titles in standard bibliographies, dealer's lists, etc. for retrospective literature; moreover, the bibliographer will participate in selection of approval plan materials as well as in decisions for blanket and standing orders for titles in his/her subject area. In addition, the bibliographer will be consulted in regard to the selection of gifts received by the library in his/her subject area. Staff working under the Collection Development Officer will check bibliographies designated by subject bibliographers against library holdings.

Preservation, Cataloging, Transfers and Withdrawals: The bibliographer will serve as a resource person for questions, in his/her subject area, related to preservation, cataloging, transfers and withdrawals. In regard to preservation, resource assistance may take the form of advice on the most suitable means of preserving a particular title or set, i.e. whether to bind, make available in microform, replace in printed form, etc. As a resource person for cataloging, the bibliographer may advise the Head Cataloger in regard to whether a series would be of greater value cataloged as a set, as individual monographs or as an analyzed set; in some instances the bibliographer may be asked to advise the Head Cataloger as to whether a given title or set would best be classified in one or more possible classifications. Advice on transfers and withdrawals might be sought in regard to individual titles. (Relocation of entire subject collections from one library to another would be discussed in the Council-as-a-whole.)

Desiderata Files: Desiderata files will be maintained for various subject areas for current as well as retrospective materials. These may need to be arranged according to priority, based on availability of funds to purchase them. The bibliographer, in conjunction with the Collection Development Officer, should monitor the desiderata files and maintain oversight of them for the subject areas assigned to him/her. The bibliographer should also be consulted in regard to priority of ordering from the files, as funds become available.

Policy-Making Responsibilities

The Collection Development Council will assist the Collection Development Officer in establishing policies in all major aspects of collection development and management, including (but not limited to) the following:

--- density and intensity levels for subjects included in Collection Development Policy;

--- priorities for collecting based on stated intensity levels and related factors in the University's program of instruction and research;

--- budget structures and methods for allocation to the various subject areas, applied to the annual base budget and to supplemental funds;

--- all aspects of presentation of physical items including: binding, microform, replacement, special provisions;

--- priority for the movement of materials through the cataloging process;

--- cataloging certain items as sets or monographs and extent of analytics;

--- all aspects of serials holdings, including evaluation of existing titles, filling-in of broken sets, continuing sets, etc.;

--- purchase of larger microform sets (particularly as this relates to the availability of an index and bibliographic information for separate items);

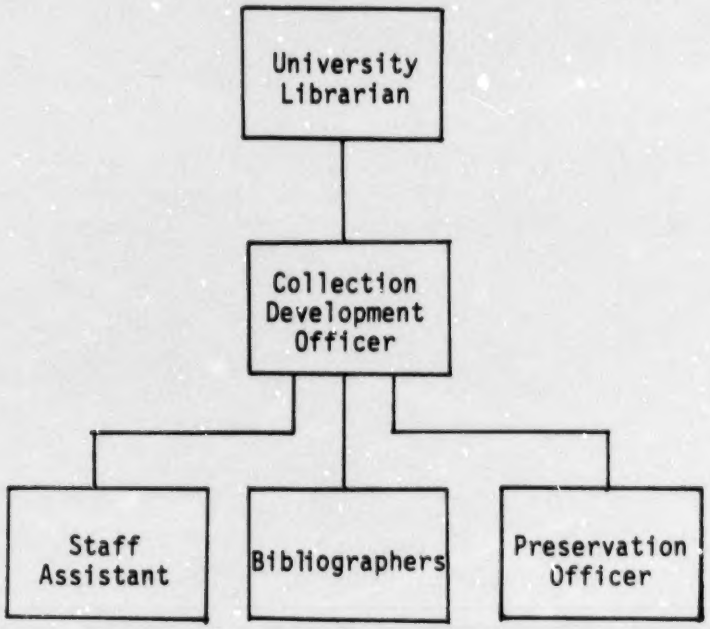
--- transfers and withdrawals;

--- approval plan profiles, blanket orders and standing orders, and gifts.

The manner in which the Collection Development Council may be most effective in assisting the Collection Development Officer in carrying out policy-making will probably vary depending on the matter at hand. In some instances, the Collection Development Officer may refer a draft of a policy statement to the entire Council for its advice; in other instances, it may be desirable for a sub-committee of the Council to study a given topic, prepare a policy statement, and refer it to the Council and Collection Development Officer for action; in still other instances, an individual member of the Council may be the appropriate instrument for studying or recommending policy.

Figure I, on the following page, shows the new organization proposed for Collection Development and replaces Figure XIV of the original report.

FIGURE I: ORGANIZATION OF THE COLLECTION DEVELOPMENT FUNCTION*



*Replaces Figure XIV (p. 68) of The Division of Technical Services; A Study of Its Present Organization and a Proposal for Change, by Ralze Dorr, University of Louisville Libraries, Louisville, Kentucky, August 31, 1983.

ACQUISITIONS DEPARTMENT

The organization of the Acquisitions Department, shown on page 10 of The Division of Technical Services; A Study of Its Present Organization and A Proposal for Change, will be changed to make it compatible with the functions of the Collection Development Council (described earlier in this report) and to upgrade the level of bibliographic searching performed in conjunction with acquisitions procedures. The changes in organization will affect primarily the position responsibilities for the Assistant for Ordering, the Assistant for Receiving, and the Assistant for Gifts. The rationale for the changes and the manner in which they will be accomplished will be described below.

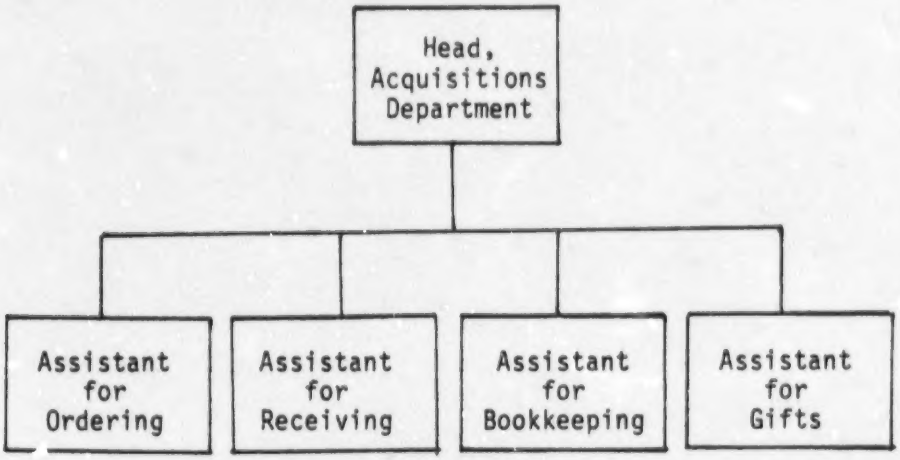
Because the subject bibliographers composing the Collection Development Council will hold primary responsibilities for determining which approval plan books, blanket order books, and gift books will be retained, those tasks will no longer be carried out by the Acquisitions Department's Assistant for Ordering and Assistant for Gifts. The need to upgrade bibliographic searching makes it desirable to create a mechanism whereby Acquisitions searchers (including Assistant for Ordering, Assistant for Receiving, and Assistant for Gifts) receive joint training in Acquisitions and Cataloging searching techniques; thus, the Head, Acquisitions Department and the Principal Cataloger will be responsible for such joint training of Acquisitions searchers. The Principal Cataloger will also serve as a resource person for Acquisitions searchers to consult, on a continuing basis, in regard to problems confronted in searching catalogs and catalog data bases. The Head, Acquisitions Department and the Principal Cataloger will arrange for meetings of all parties concerned with Acquisitions searching, as necessary, to update initial training in searching techniques. In addition,

the Principal Catalcger will be responsible for routing to Acquisitions searchers relevant data having to do with OCLC, L.C. Service Bulletins, local cataloging practice, etc. that may directly affect searching processes.

The reorganization of bibliographic searching in the Acquisitions Department will continue the present practice of searching for author and title. The files that are to be searched will correspond to present practice which includes: OCLC, Public Catalog, Gaylord on Order File, and all manual on-order files maintained in the Acquisitions Department. The details of what information will be recorded and procedures for notation will be addressed when workflow charts are constructed to reflect the new organization of the Division of Technical Services.

The organizational chart for the Acquisitions Department, in Figure II, incorporates the changes cited above and will replace Figure IV, page 10, of The Division of Technical Services; A Study of Its Present Organization and a Proposal for Change.

FIGURE II: NEW ORGANIZATION FOR THE ACQUISITIONS DEPARTMENT AND MAJOR TASKS OF EACH STRUCTURAL UNIT*



Head, Acquisitions Department
-Planning
-Policy-making
-Coordination
-Liaison with other departments
-Administration of department

Assistant for Ordering
-Receive order recommended
-Search
-Check P.C.
-Select vendor
-Generate order
-Receive Approval Plan books and determine titles to retain
-Receive Blanket Order books and determine titles to retain

Assistant for Bookkeeping
-Receive all payments and invoices
-Charge to appropriate accounts
-Verify amounts and make adjustments
-Determine cancellations
-Correspond with vendor regarding status and charges
-Generate forms to authorize payment by University Accounting

Assistant for Receiving
-Receive all incoming books
-Route to appropriate Acquisitions unit
-Check and file invoices
-Process all firm orders, standing orders, continuations, monographic series
-Convey information to Acquisitions bookkeeper to authorize payment
-Route books to Pre-Cataloging, Serials Cataloging or Serials Department

Assistant for Gifts
-Receive all gift materials
-Record donations by source
-Send letter of acknowledgment
-Search OCLC and P.C.
-Decide to discard or retain
-Notify University Development about gifts received

*Replaces Figure IV (p. 10) of The Division of Technical Services; A Study of Its Present Organization and a Proposal for Change, by Ralze Dorr, University of Louisville Libraries, Louisville, Kentucky, August 31, 1983.

CATALOGING DEPARTMENT

Copy Cataloging Unit

The organization of Copy Cataloging, as depicted in Figure XV, page 70 of The Division of Technical Services; A Study of Its Present Organization and a Proposal for Change, will be changed to allow for a professional head of the unit and for all copy cataloging processes, including 090's, OE's and L.C.III's, to be completed within the unit itself.

Each copy cataloger will report directly to the professional head of the unit. There will be three levels for the Copy Cataloging staff: Copy Cataloger I, Copy Cataloger II, and Copy Cataloger III. The skill and responsibility required will vary depending on the level.

The principal tasks to be performed in the Copy Cataloging unit will vary from those shown in Figure XV, page 70 of the original report, in the following respects: (1) inputting of new monographic records will not be performed by copy catalogers; instead, this will be carried out by professional catalogers, as at present; (2) correcting of machine-readable records will not be performed by copy catalogers; instead, this will be done in the Bibliographic Control unit; (3) revision of OCLC cards and corrections will not be done in the Copy Cataloging unit; instead, it will be performed in the Bibliographic Control unit; (4) added to the principal tasks of the Copy Cataloging unit will be the processing of all 090's, OE's and L.C.III's.

The description of the manner in which the Copy Cataloging unit will function will vary from that shown on pages 74 and 75 of the original report in the following ways: (1) a list of "preferred member-libraries" will not be used as an indication to copy catalogers of the records which they may accept; (2) copy catalogers assigned to process 090's, OE's and L.C.III's will be given training

by their unit head, as appropriate, in L.C. classification, subject and name form practice sufficient to equip them to verify those elements in standard cataloging tools; (2) worksheets for 090's, OE's and L.C.III's will be prepared by designated copy catalogers and reviewed by the unit head; (3) the unit head will conduct initial and continuing training of copy catalogers designated to process 090's, OE's and L.C.III's; (4) the unit head will assign call numbers and added entries as necessary; (5) the unit head, rather than the Head of the Cataloging Department, will exercise administrative control over the Copy Cataloging unit and assign work to the unit staff; (6) the unit head will follow local standards for cataloging that have been established by the Head of the Cataloging Department.

The organization chart for the Cataloging Department, shown in Figure III at the end of this section, incorporates the changes cited above and will replace Figure XV, pages 70-71, of The Division of Technical Services; A Study of Its Present Organization and a Proposal for Change.

Professional Cataloging/Pre-Cataloging Unit

The organization of the Professional Cataloging/Pre-Cataloging unit, as depicted in Figure XV, page 70 of The Division of Technical Services; A Study of Its Present Organization and a Proposal for Change, will be altered to make it compatible with functions of Collection Development and with changes made in the organization of the Acquisitions Department and the Copy Cataloging unit described earlier in this report.

Added to the responsibilities of the "Principal Cataloger" will be the training, in conjunction with the Head of the Acquisitions Department, of searchers in the Acquisitions Department. The Principal Cataloger will also serve as a resource person for Acquisitions searchers for bibliographic problems

encountered in searching catalogs and catalog data bases. The rationale for this is described earlier in the "Acquisitions Department" section of this report.

Deleted from the list of principal tasks for the Professional Cataloging/ Pre-Cataloging unit, in Figure XV of the original report, are the following: "Edits Non-L.C. Copy Cataloging as needed; makes bindery decisions." As indicated in the "Copy Cataloging" section of this report, the editing of non-L.C. copy will be performed by designated copy catalogers and reviewed, as appropriate, by the professional head of the Copy Cataloging unit. As shown in the "Collection Development" section of this report, bindery decisions for individual titles will be made by appropriate subject bibliographers; moreover, such decisions will be made prior to the arrival of items in Pre-Cataloging.

Added to the tasks of professional catalogers will be the inputting of new monographic records.

The organization chart for the Cataloging Department, shown in Figure III at the end of this section, incorporates the changes cited above and will replace Figure XV, pages 70-71, of The Division of Technical Services; A Study of Its Present Organization and a Proposal for Change.

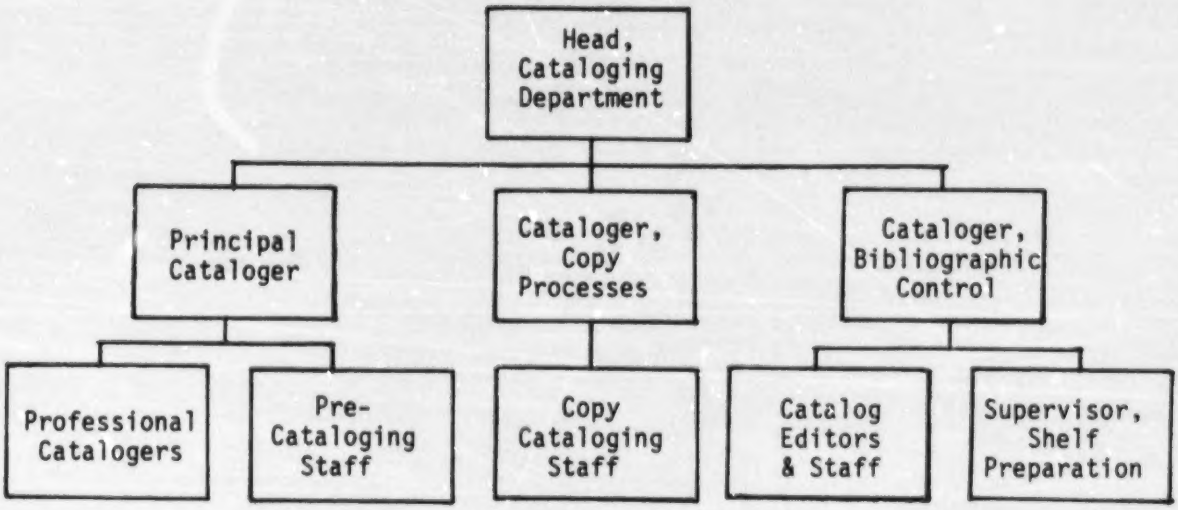
Bibliographic Control Unit

The major tasks performed by the Bibliographic Control unit, shown in Figure XV, page 70 of The Division of Technical Services; A Study of Its Present Organization and a Proposal for Change, will be changed to make them compatible with alterations to the tasks of the Copy Cataloging unit (shown earlier in this report).

The changes in major tasks of the Bibliographic Control unit require the addition of the following: correcting of all machine-readable records, revision of OCLC cards.

The organization chart of the Cataloging Department, shown in Figure III at the end of this section, incorporates the changes cited above and will replace Figure XV, pages 70-71, of The Division of Technical Services; A Study of Its Present Organization and a Proposal for Change.

FIGURE III: NEW ORGANIZATION FOR THE CATALOGING DEPARTMENT AND MAJOR TASKS PERFORMED BY EACH UNIT*



Major Tasks of Each Unit	Level*
Head, Cataloging Department	
-Administration of the Department	P
-Planning	P
-Policy-making	P
-Coordination of Cataloging functions	P
-Liaison with other departments	P
-Establishes standards for all cataloging	P
Professional Cataloging/Pre-Cataloging Unit	
-Implements standards for all original cataloging	P
-Monitors Cataloging Service Bulletins	P
-Acts as a resource person for Acquisitions searching	P
-Original cataloging of all monographs (including reclassification and conversion)	P
-Assigns subject headings to theses	P
-Prepares name authority cards and series authority slips	P
-Oversees error reports for OCLC records	P
-Solves bibliographic problems	P
-Sorts materials received from Acquisitions into categories	S
-Searches for appropriate copy on OCLC database	S
-Routes materials to appropriate sections for processing	S
-Prepares books for OCLC search	S
-Maintains cataloging backlog	S
-Locates items in-process	S
-Records and analyzes statistics	P/S
-Searches NUCs for copy not found on OCLC	S
-Inputs new monographic records	P

(Continued, p. 38)

	Level*
Copy Cataloging Unit	
-Implements standards for all copy cataloging	P
-Reviews edited non-L.C. copy cataloging	P
-L.C. copy cataloging	S
-Edits non-L.C. copy cataloging	S
-Cataloging and in-putting of theses	S
-Transfers records to DataPhase	S
-Added copy cataloging	S
-Book continuations cataloging	S
-Performs para-professional aspects of reclassification and conversion	S
-Reports temporary terminal problems to OCLC	S
-Maintains terminal logs	S
-Records and analyzes statistics	S
Bibliographic Control Unit	
-Revises OCLC cards	P
-Resolves name, subject heading, and classification problems	P
-Sorts cards	S
-Routes cards, correction slips to branch/professional libraries	S
-Files cards in public catalogs and various internal files	S
-Revises filing	S
-Makes all corrections on manual and machine-readable records for any changes made, including transfers and withdrawals of monographs	S
-Makes authority cards, and cross-reference and guide cards	S
-Responsible for DataPhase maintenance	P/S
-Records and analyzes statistics	S
-Labels materials going into collections (spine, OCR, cover labels, date dues, gift plates, location stamps, etc.)	S
-Installs security strips	S
-Matches in-process slips with items and cards	S
-Sorts and routes processed items	S

*P designates work done by professionals.

*S in most cases designates classified staff. Some of these tasks may be done by students supervised by classified staff.

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*Replaces Figure XV (p. 70) of The Division of Technical Services; A Study of Its Present Organization and a Proposal for Change, by Ralze Dorr, University of Louisville Libraries, Louisville, Kentucky, August 31, 1983.

SERIALS DEPARTMENT

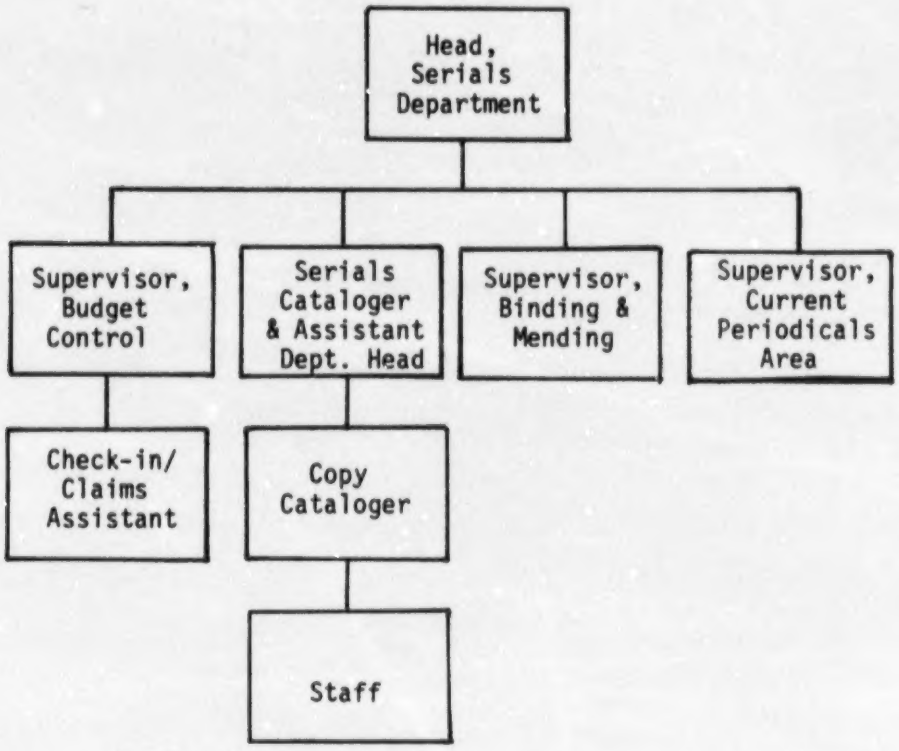
The organization of the Serials Department, as shown in Figure XVI, page 78 of The Division of Technical Services; A Study of Its Present Organization and a Proposal for Change, will be changed to allow for improved coordination of the principal processes of the Department by the Department Head. Major tasks for each unit within the Serials Department will be modified to make them compatible with the changes in the organization chart.

The following changes will be made in the organization chart for the Serials Department: (1) the Check-in/Claims Assistant will report to the Supervisor, Budget Control, instead of to the Serials Cataloger/Assistant Department Head; (2) the Supervisor, Binding and Mending, will report directly to the Department Head.

The following changes will be made in the major tasks of units in the Serials Department: (1) deleted from the tasks for the Serials Cataloger/Assistant Department Head will be "administer and supervise check-in/claiming activities; administer and supervise bindery activities"; (2) added to the tasks for the Supervisor, Budget Control, will be "Supervise check-in/claim work; (3) added to the tasks for the Check-in/Claims Assistant will be "Identify title changes"; (4) added to the tasks for the Supervisor, Binding and Mending, "Identify for possible discard materials that cannot be re-bound or mended."

The organization chart for the Serials Department, shown in Figure IV below, incorporates the changes cited above and will replace Figure XVI, page 78, of The Division of Technical Services; A Study of Its Present Organization and a Proposal for Change.

FIGURE VI: NEW ORGANIZATION FOR THE SERIALS DEPARTMENT AND MAJOR TASKS PERFORMED BY EACH UNIT*



Department Head
-Administration of the Department
-Establish policies and procedures for all sections of the Department
-Administer the serials budget
-Serve on the Collection Development Council
-Prepare job descriptions for personnel in the Department
-Prepare administrative reports

Serials Cataloger and Assistant Department Head
-Perform professional cataloging, authority work and conversion of records
-Administer and supervise Copy Cataloging activities according to the established policies and procedures
-Maintain cataloging statistics
-Supervise the Department in the absence of the Department Head

Supervisor, Budget Control
-Approve invoices for payment
-Maintain cost record of budget expenditures
-Maintain on-order file
-Maintain statistics related to budget allocations, expenditures and serial orders
-Supervise and monitor Check-in/Claim work

Supervisor, Current Periodicals Reading Room
-Supervise operation of the Current Periodicals Reading Room according to established policies and procedures
-Prepare completed volumes of journals for Bindery Supervisor
-Maintain reading room and journal use statistics
-Assist users in locating current periodicals
-Supervise student assistants
-Report missing issues of journals to Check-in/Claims Assistant
-Maintain file of missing issues of journals
-Accept requests from users for new journal subscriptions

Copy Cataloger
-L.C. copy cataloging
-Edit some non-L.C. copy cataloging
-Correct machine-readable records already cataloged
-Transfer records to DataPhase
-Supervise added volume cataloging
-Perform para-professional aspects of reclassification and conversion
-Report OCLC terminal problems to the Cataloging Department
-Maintain OCLC terminal use logs
-Maintain Serials Records File
-Prepare serials datasheets for the University of Louisville Serials System (Masterfile)
-Perform pre-order searching
-Perform pre-cataloging searching

Check-in/Claims Assistant
-Supervise check-in/claims work
-Check-in current issues of serials
-Identify title changes
-Initiate claims for missing issues
-Pursue follow-up work related to claims

Supervisor, Binding and Mending
-Supervise binding and mending work
-Supervise exchange work
-Supervise processing of outgoing and incoming bindery shipments
-Add new bound holdings to the holdings file
-Prepare University of Louisville dissertations for microfilming
-Identify for possible discard materials that cannot be re-bound or mended

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*Replaces Figure XVI (p. 78) of The Division of Technical Services; A Study of Its Present Organization and a Proposal for Change, by Ralze Dorr, University of Louisville, Louisville, Kentucky, August 31, 1983.